Airport Operations Fund

Airport Commission

Mission/ Summary

Mission

The mission of Waukesha County Airport is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services are available to all users; to oversee and undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning; as well as to establish systems to maintain existing and future improvements. Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government. The airport shall additionally operate and promote itself in a fiscally prudent manner, working toward reducing its dependency on County taxpayers.

	2005 Change			Change From	า 2005	
	2004	Adopted	2005	2006	Adopted Bu	ıdget
Financial Summary	Actual	Budget	Estimate (a)	Budget	\$	%
Personnel Costs	\$211,760	\$218,650	\$220,403	\$231,816	\$13,166	6.0%
Operating Expenses	\$793,336	\$769,622	\$752,277	\$764,203	(\$5,419)	-0.7%
Interdept. Charges	\$40,618	\$42,490	\$42,150	\$42,161	(\$329)	-0.8%
Fixed Assets (memo) (b)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,045,714	\$1,030,762	\$1,014,830	\$1,038,180	\$7,418	0.7%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$592,029	\$619,832	\$611,338	\$644,650	\$24,818	4.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$27,383	\$15,500	\$17,500	\$15,500	\$0	0.0%
Appr. Fund Balance (c)	\$173,977	\$193,977	\$193,977	\$173,977	(\$20,000)	-10.3%
Total Revenues	\$793,389	\$829,309	\$849,218	\$836,727	\$7,418	0.9%
Tax Levy (d)	\$271,453	\$201,453	\$201,453	\$201,453	\$0	0.0%
Operating Inc./(Loss)(e)	\$19,128	-	\$35,841	-	-	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.00	3.00	3.00	3.00	0.00	

- (a) Estimate excludes expenditures for County share of \$180,000 for the purchase of a rotary snow thrower and \$192,000 for the purchase and installation of gate operators, upgrade of access control systems and repairs to the perimeter fence. Budget was modified by ordinance to appropriate \$180,000 of fund balance and \$192,000 of grant revenue for these items.
- (b) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made out of cash balances and are included in the Airport's fixed asset request.
- (c) Airport fund balance of \$173,977 in 2004 and 2005 to offset depreciation expense on assets expected to be replaced in future years with federal, state or other funding sources (non-County tax levy). Additional fund balance use of \$20,000 use in 2005 is for one time equipment charge for second snow thrower included in the new snow removal contract. Appropriated fund balance is now reported in separate column instead of being included along with other revenue.
- (d) Tax Levy and planned use of fund balance appropriations fund the estimated operating losses.
- (e) Budgeted depreciation expense includes only the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operations income or loss differs from the Comprehensive Annual Financial Statements which include these funds as contributed capital.

Departmental Strategic Objectives Manage Resources With Fiscal Prudence

- **1.** Bid and perform reconstruction of Runway 18/36 to improve overall operational safety, as well as becoming safety area compliant as required by the FAA (2nd quarter 2006, Strategic Plan Goal 2.2).
- 2. Create a Storm Water and Utility Master Plan to develop a comprehensive study for future management of the system, as well as achieving economies of scale by including it with the Runway 18/36 reconstruction project (2nd quarter 2006, Strategic Plan Goal 2.2).
- **3.** Bid and construct a perimeter road to improve overall operational safety for ground vehicles accessing the airfield, as well as achieving economies of scale by including it with the runway 18/36 reconstruction project (3rd quarter 2005, Goal 2.2).
- **4.** Update the State 6-year and County 5-year Capital Project Plans to insure the availability of adequate funds at the appropriate time (2nd quarter 2006, Goal 2.1).
- **5.** Bring online the new access control system for the six entrance gates to the airfield, thereby providing extra security for airport users by identifying persons who access the gates from off-airport roads (3rd quarter 2005, Goal 3.2).
- **6.** Conduct an airport emergency drill involving all major parties involved in an airport accident scenario (4th quarter 2005, Goal 3.1).
- 7. Update the Airport Strategic Plan (3rd quarter, 2005).

Provide Comprehensive Customer Service

 Bid and construct an extension to the terminal parking lot to improve efficiency for airport customers, as well as achieve economies of scale by including it with the runway 18/36 reconstruction project (3rd quarter 2005, Goal 2.2).

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

Manage Resources With Fiscal Prudence

- Included in the 2005 reauthorization bill to have the runway 18/36 reconstruction project be a
 priority project. The airport was approved for \$3 million of the \$4.5 million requested by the
 County. Design, bid, and completion of the projects included in the bill, listed in departmental
 objectives 1, 2, 3 under "Manage Resources with Fiscal Prudence", and 1 of "Provide
 Comprehensive Customer Service", will take place as soon as funds are released by the FAA (1st
 quarter 2005, Goals 4.4 and 5.1).
- 2. Updated the State 6-year and County 5-year Capital Project Plans to insure the availability of adequate funds at the appropriate time (2nd quarter 2005, Goal 2.2).
- 3. Constructed and installed an access control system to increase security for airport users, which will keep track of persons accessing the airport (2nd quarter 2005, Goal 3.2).

2000

Building, Grounds & Ramp Operations/Fixed Based Operator Program Description

Maintain and schedule the maintenance of the Airport grounds, infrastructure, and equipment as necessary to ensure a safe airfield operation. Schedule and monitor contracted maintenance services to track the condition of Airport buildings and associated equipment. Monitor the contract for performing and providing aeronautical services and parking ramp operations.

2004 Actual	2005 Budget	2005 Estimate (a)	2006 Budget	Budget Change
0.94	0.94	0.94	0.99	0.05
\$70,821	\$73,743	\$74,179	\$78,368	\$4,625
\$674,991	\$651,332	\$639,785	\$640,306	(\$11,026)
\$23,727	\$25,182	\$25,182	\$25,026	(\$156)
\$0	\$0	\$0	\$0	\$0
\$769,539	\$750,257	\$739,146	\$743,700	(\$6,557)
\$566,211	\$587,911	\$579,390	\$611,911	\$24,000
\$27,271	\$15,500	\$43,903	\$18,100	\$2,600
\$173,977	\$193,977	\$193,977	\$173,977	(\$20,000)
\$767,459	\$797,388	\$817,270	\$803,988	\$6,600
\$27,742	(\$47,131)	(\$47,131)	(\$60,288)	(\$13,157)
	Actual 0.94 \$70,821 \$674,991 \$23,727 \$0 \$769,539 \$566,211 \$27,271 \$173,977 \$767,459	Actual Budget 0.94 0.94 \$70,821 \$73,743 \$674,991 \$651,332 \$23,727 \$25,182 \$0 \$0 \$769,539 \$750,257 \$566,211 \$587,911 \$27,271 \$15,500 \$173,977 \$193,977 \$767,459 \$797,388	Actual Budget Estimate (a) 0.94 0.94 0.94 \$70,821 \$73,743 \$74,179 \$674,991 \$651,332 \$639,785 \$23,727 \$25,182 \$25,182 \$0 \$0 \$0 \$769,539 \$750,257 \$739,146 \$566,211 \$587,911 \$579,390 \$27,271 \$15,500 \$43,903 \$173,977 \$193,977 \$193,977 \$767,459 \$797,388 \$817,270	Actual Budget Estimate (a) Budget 0.94 0.94 0.99 \$70,821 \$73,743 \$74,179 \$78,368 \$674,991 \$651,332 \$639,785 \$640,306 \$23,727 \$25,182 \$25,182 \$25,026 \$0 \$0 \$0 \$769,539 \$750,257 \$739,146 \$743,700 \$566,211 \$587,911 \$579,390 \$611,911 \$27,271 \$15,500 \$43,903 \$18,100 \$173,977 \$193,977 \$193,977 \$173,977 \$767,459 \$797,388 \$817,270 \$803,988

Operating Inc./(Loss) \$25,662	-	\$30,993	-	-
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⁽a) Estimate excludes expenditures for County share of \$180,000 for the purchase of a rotary snow thrower and \$192,000 for the purchase and installation of gate operators, upgrade of access control systems and repairs to the perimeter fence. Budget was modified by ordinance to appropriate \$180,000 of fund balance and \$192,000 of grant revenue for these items.

⁽b) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made out of cash balances and are included in the Airport's fixed asset request.



Program Highlights

Personnel Costs increase for existing staffing mainly due to salary merit increases and the rise in health insurance and other related benefit costs. Operating expenses decrease from the prior year budget mostly due to the decrease in security expenses as a result of the completion of the access control project for the airport gates. There is a \$10,000 decrease in snow removal costs due to a full year contract with the new contractor, instead of a partial year contract in 2005 which included the old contractor costs for 2 months. Other operating expenses in 2006 include \$71,504 for utilities. Total County portion of 2006 depreciation expense is \$361,445.

Charges for Services revenues include an increase in land leases of \$21,005 to \$215,949 and in hangar rentals of \$17,215 to \$186,943. This is offset somewhat by the decrease in fuel flowage revenues of \$8,638 to \$110,000 and a decrease in airport lease revenues of \$6,262 to \$4,583, which was due to the amount removed for the FBO's leased ramp space for the new hangar. The Airport fund balance appropriation of \$173,977 includes a decrease from the prior budget of \$20,000 due to the one-time purchase of snow removal equipment for the snow removal contractor. Fund balance is used to offset depreciation expense on assets expected to be replaced in future years with federal, state, and other funding sources.

Performance Measure Description

The benchmark goal set for this department is to have no incidents or accidents involving airport personnel, users, or aircraft in their use of the airport grounds and facilities.

2004

Performance Measure	Benchmark	Budget	2005 Estimate	Budget	
# of Incidents/accidents	0	0	0	0	

Building, Grounds & Ramp Operations/Fixed Based Operator (cont.)

This is accomplished in the following ways: 1. Ensuring that all pavement on airport grounds are without holes and large cracks and free of any debris that could damage aircraft. This is done with daily airfield inspections, with more frequent inspections during construction activities or significant weather events. 2. Safety area checks to ensure that safety areas are in compliance with federal regulations, as well as ensuring that all safety areas are free of ruts, dips, or objects that do not conform to safety area standards. 3. Quarterly fuel farm inspections of wastewater in accordance with DNR regulations, as well as yearly rainfall totals for the DNR's annual report for the state of Wisconsin. 4. Daily security checks of the gates and fences to ensure a safe and secure environment for all aircraft and airport users. 5. Frequent lighting inspections to ensure that at least 90% of each runway and taxiway is lighted, with repairs to those lights that are out of service completed as soon as practical. 6. Keeping infrastructure maintained by having county and contracted maintenance services continually monitor the condition of airport buildings and associated equipment. 7. Ensuring that the FBO has adequate equipment to be able to conduct daily operations. 8. Insuring that FBO is complying with all regulatory requirements for fueling operations including record keeping for items such as recurrent safety training, fuel sampling, truck safety inspections, fueling sales sheets, and driver training.



	2004	2005	2005	2006	Buaget
Activity	Actual	Budget	Estimate	Budget	Change
Total Airport Buildings	14	14	14	14	0
Square Yards of Pavement	447,677	447,677	447,677	447,677	0
Acres of grass to be mowed	341.48	341.48	341.48	341.48	0

Control Tower & Fueling Operations

Program Description

Air Traffic Control Tower facility and operations. Fuel farm operations.

Γ					
Tax Levy	\$79,398	\$77,493	\$77,493	\$81,036	\$3,543
Total Revenues:	\$25,818	\$31,921	\$31,948	\$32,739	\$818
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$25,818	\$31,921	\$31,948	\$32,739	\$818
Total Expenditures:	\$124,127	\$109,414	\$111,524	\$113,775	\$4,361
Fixed Assets (memo)(a)	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$7,116	\$6,800	\$6,760	\$6,712	(\$88)
Operating Expenses	\$109,115	\$94,387	\$96,489	\$98,323	\$3,936
Personnel Costs	\$7,896	\$8,227	\$8,275	\$8,740	\$513
Staffing (FTE)	0.11	0.11	0.11	0.11	0.00
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
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Operating Inc./(Loss)	(\$18,911)	-	(\$2,083)	-	=

a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made out of cash balances and are included in the Airport's fixed asset request.

Control Tower & Fueling Operations (cont.)



Program Highlights

Personnel costs remain relatively stable from the prior year budget with no change in staffing levels. Operating expenses increased from the 2005 budget due to increased electricity costs, as well as an increase in costs for communications equipment. Interdepartmental charges remain fairly stable compared to the 2005 budget. Charges for services revenues are anticipated to increase for the fuel farm lease.

Performance Measure Description

Based aircraft and control tower operations are two components of the Benefit/Cost Ratio (B/C Ratio) computed annually by FAA. A B/C Ratio of 1 or better is necessary for the tower to remain in the Contract Tower Program. A B/C ratio of lower than one would place the control tower in the "Cost Sharing Program" where the County would again become responsible for a share of the personnel costs. If the ratio continues to be below 1 the tower would be excluded from the program and the County would become responsible for the entire personnel costs for the control tower, as was the case prior to 1998. Personnel costs for the average contract tower were \$365,608 in Federal Fiscal Year 2002 as reported by the Inspector General of the US Department of Transportation. The facilities and equipment must also pass the annual inspection conducted by FAA Airways Facilities.

Fuel gallons per operation ratio can be interpreted that the fuel costs are competitive with surrounding airports affecting an operator's decision to purchase fuel. Prior to 2002 gallons per operation were below 10. Gallons per operation appear to have peeked in 2004. Based on 2005 year to date figures we anticipate a slight decrease compared to 2004.



		2004	2005	2005	2006	Budget
Performance Measures	Benchmark	Actual	Budget	Estimate	Budget	Change
Benefit/Cost Ratio (B/C Ratio)	1.00	1.97 (a)	(b)	(b)	NA	NA
Based Aircraft		225	225	226	228	3
Control Tower Operations						
(takeoffs and landings)		98,804	100,000	102,000	103,000	3,000
Gallons Sold/Operation Ratio		12.86	11.86	12.15	12.3	0.44
(a) Reported in March 2004 using 20	03 data.					
(b) Ratio is done biennially.						



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Fuel Purchases:					
Jet A	969,967	989,380	955,480	925,000	(64,380)
<u>100 LL</u>	<u> 184,881</u>	<u>197,000</u>	<u> 181,997</u>	<u>175,000</u>	(22,000)
Total	1,154,848	1,186,380	1,137,477	1,100,000	(86,380)

Administrative Services

Program Description

Administrative Services is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition the monitoring of all leases and contracts and enforcement of all provisions. Finally, Administrative Services is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

Administrative Services (cont.)

Tax Levy	\$164,313	\$171,091	\$171,091	\$176,347	\$5,256
Total Revenues:	\$112	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$112	\$0	\$0	\$0	\$0
Total Expenditures:	\$152,048	\$171,091	\$164,160	\$176,347	\$5,256
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$9,775	\$10,508	\$10,208	\$10,423	(\$85)
Operating Expenses	\$9,230	\$23,903	\$16,003	\$21,216	(\$2,687)
Personnel Costs	\$133,043	\$136,680	\$137,949	\$144,708	\$8,028
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Operating Inc./(Loss)	\$12,377	-	\$6,931	-	-



Program Highlights

Personnel costs increase for the current staffing level, mainly due to the rise in health insurance costs. Operating expenses decrease mostly due to decreases in costs for consulting services and architectural and engineering. Interdepartmental charges remain stable compared to the 2005 budget.

Performance Measure Description

The benchmark goal is to maximize the number of land leases while planning to keep hangar area development ahead of demand for lots. Currently, there are four different hangar areas that have lots available for different types of activities. Additionally, maintaining compliance with the rules and regulations outlined in FAA Order 5190.6A Airport Compliance and both the Federal and State Grant Assurances. This is achieved by satisfactorily passing the 5010 Compliance Inspection completed by FAA, which is comprised of several components including physical maintenance, approach protection, use of property, conformity to ALP, exclusive rights and control and operations. Along with a physical inspection to verify the facilities meet all regulatory requirements is the review of all plans such as pavement maintenance to ensure they are complied with, updated and any deviations have been properly documented and corrected.



	2004	2005	2005	2006	Budget	
Performance Measures	Actual	Budget	Estimate	Budget	Change	
Land Leases	46	46	48	48	2	
% of Land Lease Capacity						
Southeast Hangar Area	96%	96%	96%	96%	0%	
Southwest Hangar Area	58%	63%	68%	68%	5%	
Ramp Area	50%	50%	50%	50%	0%	
Corporate Hangar Area	12.5%	12.5%	12.5%	12.5%	0%	

CURRENT AND PROPOSED CAPITAL PROJECTS:		Expected	County	Estimated Annual Operating Impact		
Project		Completion	Project	(Revenues)/		Total Rev/
#	Project Name	Year	Cost	Expend	Depreciation	(Expend)
9608	Avigation/Easement Acquisition	2006	\$50,000	\$0	\$2,500	\$2,500
200114	Terminal Building Parking Lot	2005	\$34,100	\$0	\$1,705	\$1,705
200308	Runway 18/36 Reconstruction	2006	\$155250	\$0	\$7,750	\$7,750
200312	Storm Water Master Plan & Utility Mapping	2005	\$77,500	\$0	\$1,500	\$1,500
200309	Phase 1 Safety Area Runway 28 EMAS	2007	\$205,000	\$0	\$15,062	\$15,062
200310	Phase 2 Safety Area Runway 10 EMAS	2007	\$155,250	\$0	\$7,763	\$7,763